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## ORGANIZATIONAL DESIGN CONCEPT

### I. Summary

The Reorganization Task Force (RTF) has concluded that organizational changes are desirable in OC; this paper provides an overview of the recommendations and a description of the rationale behind them. The recommendations address both the structure and the work process of the organization. The structure defines the division of responsibility and the chain of command, while the process describes the procedures used to mesh and coordinate the work of the organizational components. Although the RTF believes that the proposed structure has significant advantages, it recognizes that no structure is perfect and that others might work as well. The RTF also believes that formalizing the work process is necessary to make any structure work well and that the implementation of the process recommendations is crucial to the effectiveness of the reorganization.

The RTF recommends that the Office of Communications be organized into the following major groups:

Office of the Director of Communications  
D/CO Staff  
Program & Budget Staff

Associate Director for

Associate Director for

Associate Director for Systems Integration

Communications Security Division

Personnel Management Division

Support Services Division

The RTF also recommends a policy of improved precision and documentation of all OC work processes and that the following major procedures be established:

Planning

Project Management

OC Management Handbook

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The following major boards and committees are recommended as forums for coordination, review and formulation of recommendations:

Executive Board

Communications Advisory Board

Project Review Committee

Operations Review Committee

The following charts summarize the organizational recommendations:

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Approved For Release 2003/08/04 : CIA-RDP80-01055A000200090003-5

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Approved For Release 2003/08/04 : CIA-RDP80-01055A000200090003-5

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## II. Structure

### A. General

The structure proposed is not organized on strictly mission or function lines, but represents a mixed strategy. Mission elements are proposed where size and complexity make them appropriate, and functional where small size prohibits mission orientation. At the same time however, the organizational responsibilities for the various aspects of OC's activities are more sharply defined. For those activities that inevitably cross organization lines, procedural methods are proposed to ensure that the interfaces between the components and joint responsibilities for overlapping activities are clearly defined.

A basic concept is to split those elements responsible for managing and supporting current activities from those responsible for future developments. Consequently, the engineering, operations and Comsec elements concerned with current activities are grouped in "Networks" components, while those responsible for future developments are in a "Systems Integration" component. In addition, recognizing the size and complexity of [redacted] activities, the current activity elements are organized in two mission components responsible for [redacted] activities respectively.

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Full responsibility for effective and reliable operation of the [redacted] networks is lodged with the respective components, and each is provided with the resources to fulfill this responsibility. The current activities groups are relieved of the responsibility for long range planning and are able to concentrate on operations.

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Within the Systems Integration group, responsibility for systems planning and design is placed in a single element. Systems planning and design are closely related parts of the same process, and OC is too small to be able to separate them effectively. Also, system design requires broad technical and operational knowledge, engineering expertise, awareness of technology and available equipment, knowledge of what related organizations are doing and planning, and of what customer needs are and will be. To obtain this level of knowledge and expertise, it is necessary to consolidate the functions.

The D/CO Staff's responsibility is broadened to

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emphasize that its mission is to advise the D/CO on any appropriate matter, to conduct studies, and to support the major OC boards and committees. It continues to have the responsibility for coordinating and preparing the annually updated strategic plan.

The structure was chosen to improve the effectiveness of the organization and to alleviate disadvantages of the current structure. Some of the principal advantages of the proposed organization are that it:

- Allows the network components to concentrate on current activities and existing facilities.
- Groups in the operating components all operational and technical resources necessary to fulfill their responsibilities.
- Centralizes operational manpower and resource planning in the networks components.
- Emphasizes the operating component's responsibility for identifying and resolving technical problems in the network.
- Establishes [ ] operating components at the same level, and improves the staff support and visibility of [ ] requirements.
- Centralizes medium range systems planning and design in one component.
- Relieves those elements responsible for new systems development of day to day concerns.
- Increases the staff support to the D/CO and to the boards and committees.
- Clarifies and rationalizes the responsibilities for customer relations.
- Creates integrated organizations with personnel assigned from all disciplinary backgrounds.

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#### B. D/CO Staff

The essential responsibilities for the senior executive officer of an organization are to set the overall goals and policy, to ensure that the components

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of the organization have defined missions and work together smoothly, to represent the organization to senior management and other organizations, and to direct and lead the organization. To fulfill these responsibilities, the chief executive needs broad and impartial advice and support.

The purpose of the D/CO Staff is to consolidate this advice and support in an element responsive to the D/CO and concerned with the full range of his responsibilities. The D/CO Staff will be responsible for gathering information and providing advice, for serving as a coordinating element among the OC line components, for providing staff support to the major boards and committees, for serving as an initial focal point for liaison, and for preparing the OC strategic goals and long range plans. The Staff serves primarily as an advisor and coordinator and will include the Executive Assistant. It will also be responsible for advising the D/CO on organization matters and will coordinate the Office's communications activities, including preparation of the bi-monthly newsletter.

#### C. Current Activities

Management of current activities is organized into two groups:   
Each group has all the resources necessary for operating and maintaining existing facilities, and for planning and implementing changes which don't involve qualitatively new systems. Each group will have engineering and maintenance elements, and will control the FANs for facilities, equipment replenishment and expendables. Each will have a planning staff to conduct the planning necessary for any organization to do its job effectively.

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The organization will emphasize and pinpoint the responsibility for proper execution of operations, for maintenance of operating equipment, for manpower planning and training requirements, and for maintaining operational readiness and preparing contingency plans.

With two organizations responsible for their portions of the worldwide network operation, some activities will exist which constitute joint responsibilities. The nature of telecommunications makes it inevitable that some services will require coordinated application of resources of several components. The division of responsibility for such activities in OC will be carefully defined and procedures written to ensure that each element's role is

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clear. The responsibility for preparing and maintaining each procedure will be assigned to the element having the predominant interest in the service concerned. For example, the following subjects represent areas of common interest between

[REDACTED]

(Field instructions for MAX operations)

(Routine indicators)

(Off line operations [REDACTED])

Leased Lines

Alternate Routing and Contingency Plans

[REDACTED]

Secure Voice

[REDACTED]

D.

[REDACTED]

will be organized into the Current Operations Division, the Operations Support Staff, the Engineering Support Division, the Technical Support Division and the Plans and Studies Staff. The Current Operations Division (COD) consolidates the present ORS, OSU and SOD/COB into a unit with total responsibility for day to day management of foreign operations. It also has the responsibility for conducting liaison with the DDO, OSO, State, NSA and other customers on current operations. It will be organized into Area Desks, be responsible for manpower planning, and include technical and Comsec personnel.

The Special Branch of the COD will provide central management of communications support provided by non-staff circuits or equipment.

The Engineering Support Division and the Technical Support Division consolidate the technical support of current activities. The former will include most of the present Field Support Section and portions of the SKYLINK and Equipment Sections. This will provide the capability for facilities (building spaces, power, [REDACTED] and air conditioning) renovation and installation

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planning, for SKYLINK installation planning and for short range engineering support. Although not recommended as part of this study, the relocation of some Area technicians to the Headquarters area appears feasible. If this is eventually done, the technicians should be organized in Area support branches under the Engineering Support Division.

The Technical Support Division will consist of the present Central Repair Branch (CRB) and Technical Support Branch (TSB) of OC-E/ESD. This places responsibility for managing the TECHREQ system with the element most dependent on its services. The T&I function of TSB is a service provided to several elements, in and outside OC, but is colocated with CRB, performs similar work, and should be left under common management.

25X1 E. [ ] is established as an autonomous operating element and will have formal responsibility for its own planning and operations support functions. Since [ ] now does much of this on an informal basis, 25X1 no major changes are involved.

25X1 Most of the [ ] organization will be retained. However, the Telephone Facilities Branch will be changed to the Voice Communications Division (VCD) and assigned responsibility for unclassified and secure voice operations, the executive radio and secure voice nets, and training related to these operations. The VCD will be responsible for secure voice operating procedures for the SKYLINK secure voice system, and for operations staff work related to voice communications. The intent is to eventually create a self-sufficient element, but this is not a firm recommendation at this time because of the difficulty of dividing the maintenance responsibility and the time required to develop the management and support expertise to staff a self-sufficient organization. A study should be made to determine the feasibility of assigning technicians to the VCD for maintenance of all voice systems.

One new staff has been created: Information Handling. The objective is to establish a staff with the responsibility for providing operations support to information handling projects such as TETRAHEDRON, COINS, [ ] ITS-W, ODP and others. This will increase the operational emphasis on and improve the management of these activities. 25X1

## F. Systems Integration

### (1) Systems Design Division

The Systems Design Division (SDD) will translate the Office's strategic plans into systems plans and programs, and do the overall systems design for all systems projects. The objective in establishing the SSD is to consolidate all systems planning and design, other than strategic planning, in one element. This eliminates the present splintering of the planning and design efforts and ensures that these tasks are done by an experienced group having system wide responsibility.

Inseparable from the systems planning and design functions are those of monitoring technology and of conducting liaison related to system design and future plans with industry, related telecommunications organizations and customers. These functions will also be assigned to SDD.

The task of translating strategic plans and communications requirements into systems projects will include analyzing the systems requirements through studies or customer liaison, examining the technology available to satisfy the requirements, monitoring the plans of other organizations to ensure compatibility, evaluating alternative conceptual systems approaches, preparing systems specifications and writing a preliminary project plan. The project will then be given to one of the systems engineering divisions for implementation with the SDD monitoring the progress. The SDD may occasionally serve as project manager for projects which cut across division lines.

As part of its planning responsibility, the SDD will prepare annual programs for FANs involving new systems. The SDD will be staffed by highly experienced and qualified personnel from all backgrounds. Although it may participate in the creation of the annual strategic plans, it will not overlap with this function since it is concerned with implementing the technical systems in support of overall Office goals.

The SDD will also have the responsibility for setting technical, operational and managerial standards applied to systems design and project

management, and for translating Comsec, safety and other policies into systems standards. This will consolidate and emphasize the responsibility for establishing consistent system standards.

## (2) Systems Engineering Divisions

The technical responsibilities of the Office are divided among three groups. The Networks groups have responsibility for day to day technical support, equipment replenishment programs and routine facilities engineering. The Systems Design Division is responsible for systems design and planning. The Systems Engineering Divisions (SED's) are responsible for managing specific projects involving their technological areas. These projects will be defined by the SDD in coordination with the SED, and the SDD will maintain a monitoring role throughout the project. The SED's will also be expected to maintain a high level of technical expertise and to provide advice and support on technical matters. Although the Networks groups will provide day to day technical support, they will task the SED's for support when chronic or severe technical problems arise.

Each of the five SED's has the same set of responsibilities, but for different areas of technology and applications. The breakdown of the areas is as follows:

- Satellite and HF transmission systems
- Voice and wideband transmission systems
- Computer terminal systems
- Tech control and crypto systems
- Data transmission and teleprocessing systems

The SED's will assign individuals to act as COTRs on contracts and to manage FANs for their projects. They will also be expected to design, fabricate, procure and test special modifications and devices.

The Computer and Terminal Systems Division will include the Communications Systems Programming Staff which will provide support both to existing systems and to new projects.

(3) Systems Services Division

The Systems Services Division (SSD) combines the OC Library, Drafting and Reproduction, and the Data Services Branch (DSB). The DSB is created to consolidate all of OC's special and general purpose scientific and data processing computer services in one element. It will provide a central point for obtaining advice and support for such services, and will be responsible for program maintenance, development and production of antenna and propagation programs, and for providing advice, guidance and support for other data processing programs. DSB will serve as a point of contact between OC and ODP on applications programs, and may utilize the services of one or several data processing programmers, possibly assigned from ODP.

G. Personnel Management Division

25X1 The Career Management Division will be renamed as the Personnel Management Division (PMD). Its structure will include [ ] and will be essentially unchanged. However, it will be responsible for managing all career panels except Panels W and O above GS-14. The intent is to centralize panel management to ensure uniformity, facilitate cross-panel transfers, ensure uniform personnel management practices and enhance Office-wide manpower planning. The present panel chiefs will be redesignated as Career Discipline Advisors (CDA's); in addition, the heads of [ ] Systems Integration [ ] will be designated as CDA's for Panels T, N and C respectively.

The CDA's will be responsible for formulating and recommending policies on skills and training requirements, for substantive interviewing of recruits, and for informal, career discipline-related counseling.

H. Communications Security Division

OC-CS is redesignated as the Communications Security Division (CSD). Communications Security has both line and advisory or staff functions; its responsibilities for carrying out Comsec functions, setting policy and conducting inspections are sufficiently important and central to justify categorizing it as a line organization.

No change is recommended in OC-CS's current structure.

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However, it is desirable to assign more Comsec officers to other components within and outside OC as follows:

Current Operations Division/

Engineering Support Division

/Voice Communications

Division

Systems Integration/Systems Design Division

DDS&T Staff

#### I. Support Services Division

The Support Services Division (SSD) will consist of the Personnel Branch, the Finance Branch, the Information Control Staff, and the Material Support Branch. The latter two will be renamed as the Information Control Branch (ICB) and the Logistics Branch (LB) respectively. ICB will be administratively managed by the SSD, but be under the functional direction of the DD/CO or the Executive Assistant. This will provide the necessary functional control to the Office of the D/CO while freeing the D/CO Staff of day to day management responsibility.

The Material Support Branch presently provides support to OC-CS, [ ] and other OC elements as well as OC-E. Under the proposed organization, the Logistics Branch will provide logistics support to all elements and it is logical to establish it in the overall support element vice one of the other line elements. In addition, it will pick up the administrative logistics activity now managed by the Administrative Division.

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Approved For Release 2003/08/04 : CIA-RDP80-01055A000200090003-5

Approved For Release 2003/08/04 : CIA-RDP80-01055A000200090003-5

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### III. Process

#### A. General

The division or departmentalization of an organization into components and subcomponents breaks the overall task into manageable pieces. The definition of the organizational structure defines the static boundaries of the component: its missions and functions, authorities, staffing and chain of command reporting relationships. It does not define the work flow or process of accomplishing the task and smoothly meshing with the work process of other components. Since the combined efforts of the components accomplish a single mission, interdependence is inherent, and methods of coordinating efforts must be defined. In addition, for the organization's mission to be accomplished effectively and efficiently, the work process must be planned, formalized, documented and well executed.

The strategy of the proposed reorganization is to establish a limited number of committees to provide formalized coordination mechanisms between the organizational elements, and to establish procedures for managing certain critical tasks. Initially, procedures will be designed for planning and project management. Increased emphasis on precision and thorough documentation is proposed to enhance our effectiveness.

The principal advantages of the committees and procedures recommended are that they:

- Enhance the effectiveness of OC plans by ensuring that they are fully coordinated, thoroughly consider all factors, and are communicated to all elements concerned.
- Improve project management through clear definition of project responsibility, thorough analysis of all project tasks, standardized documentation, and periodic reviews.
- Identify system design and project management problems early through the use of a standing committee responsible for reviewing projects.
- Identify operational needs and opportunities for improvement, and enhance quality assurance by establishing periodic operational reviews by a standing committee.

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- Increase middle management participation in decision making through membership on committee reporting to senior management.
- Increase professionalism through emphasis on precision, documentation and planning.
- Enhance effectiveness by ensuring that major decisions are based on full information and are coordinated through boards and committees supported by thorough staff work.

B. Boards and Committees

(1) Executive Board

It is recommended that the Ceiling Board and the Career Sub-Group Board be merged with the Executive Board since the membership is almost identical.

(2) Communications Advisory Board

The Equipment Board will be reconstituted as the Communications Advisory Board (CAB). The approval authorities presently assigned to the Equipment Board will be moved to the Executive Board. The CAB will serve as an advisory group and continue to review major projects and planning issues, and provide advice to the D/CO or the Executive Board. The CAB will be chaired by the DD/CO and supported by the D/CO Staff.

(3) Project Review Committee

The Project Review Committee (PRC) will consist of division and branch level representatives concerned with projects. It will review systems plans, specifications, project plans and progress and make appropriate recommendations to the senior managers or Executive Board. The PRC will be chaired and supported by the D/CO Staff.

The purpose of the PRC is to provide a formal review point to ensure that plans and projects fulfill the operational requirements, are coordinated, and conform to OC's strategic plan.

(4) Operations Review Committee

The Operations Review Committee (ORC) will



consist of division and branch level representatives concerned with operations, and will be chaired and supported by the D/CO Staff. The ORC will review operations to determine if they are planned and executed properly, if equipment and technical support are adequate, and if procedures, training and manpower are adequate. It will make recommendations to the senior managers or Executive Board.

The purpose of the ORC is to provide a formal mechanism to examine the effectiveness of operations and to coordinate operational procedures which involve [ ] networks.

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### C. Procedures

Two specific procedures and the vehicle for promulgating them have been proposed: planning, project management, and an OC management handbook. Though by no means the only areas where procedures are needed, planning and project management are critical to the Office's effectiveness and can be significantly improved.

#### (1) Planning

A planning procedure will be designed to include and coordinate long, medium and short range plans. It will incorporate the strategic planning process, programming and budgeting, soliciting requirements from other components, coordination, review and approval.

#### (2) Project Management

A procedure will be designed to formalize project management. The project manager will use standard formats to ensure that all tasks are covered, responsibilities are clear, equipment and materials specified and ordered, and a record maintained. Periodic design and progress reviews will be specified and close coordination with the operations element maintained to ensure a smooth cutover.

#### (3) Management Handbook

The establishment of an OC management handbook is proposed. The handbook would include various management procedures which are applicable

at each level to create and document consistent treatment of specific activities, such as approval of funds, relations with specific customers, or purchase of equipment.

(4) Decision Making Process

The integration of planning and project management procedures into an overall decision making process portraying the responsibilities of the organizational elements and the roles of the boards and committees is described in a later section of this report. Further definition of the process of making major decisions may be desirable to clarify how issues are raised, coordinated, staffed out, scheduled for discussion, approved and promulgated.